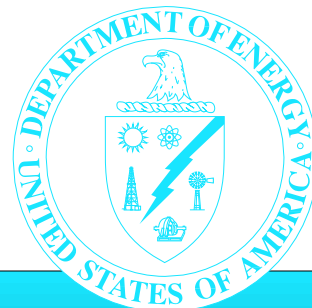


*Transportation
Safeguards Division*

**Safeguards and
Security Profile
Summary Analysis**

July 1997



Office of Environment, Safety and Health

1.0

Introduction

The Department of Energy (DOE), Office of Environment, Safety, and Health, conducted a review in July 1997 to determine the status of safeguards and security measures employed to protect the DOE Transportation Safeguards System, which is administered by the Transportation Safeguards Division of the DOE Albuquerque Operations Office. This review was part of a recent initiative by the Assistant Secretary for Environment, Safety, and Health to characterize the current status of safeguards and security programs throughout the Department. The Assistant Secretary for Environment, Safety, and Health utilizes the Office of Oversight to provide the Secretary of Energy with independent assessments of the Department's performance in the areas of environmental protection, safety, health, and security. This document describes significant aspects of the safeguards and security posture at the Transportation Safeguards Division observed during this review.

2.0

Background

Location

The Transportation Safeguards Division operates throughout the contiguous 48 states of the United States, employing a fleet of specially designed highway transport vehicles to move government-owned special nuclear material, complete nuclear explosives, and other high value security assets. The Transportation Safeguards Division also uses DOE-owned aircraft to transport some weapons components and other classified material. Transportation Safeguards Division Headquarters, along with the Transportation Safeguards Division's Security Communications facility, is located in Albuquerque. Actual convoy

operations are supported by three "Courier Sections," located at DOE facilities in Albuquerque, Amarillo, and Oak Ridge. The Transportation Safeguards Division's primary vehicle modification facility is located at the DOE Kansas City facility.

Mission

The Transportation Safeguards Division's primary mission is to provide for the safe, secure movement of nuclear weapons, strategic quantities of special nuclear material, nuclear test devices, selected non-nuclear weapon components, and limited-life components to and from military locations and between DOE nuclear complex facilities within the

contiguous United States. Additional missions include the provision of safe, secure transport for high value shipments on behalf of other agencies of the U.S. government, and the contribution of personnel to staff protective service missions for the Secretary of Energy.

Security Assets/Interests

The nuclear weapons, special nuclear materials, and other items identified in the Transportation Safeguards Division mission statement comprise the most important security interests at the Transportation Safeguards Division. Security assets at the Transportation Safeguards Division consist of the equipment, facilities, and information necessary to conduct shipment operations in a safe and secure manner.

The most significant assets include the Transportation Safeguards Division's specialized vehicles and information concerning particular convoy operations.

Protection Strategy

Because Transportation Safeguards Division operations take place in the public domain, all aspects of the Transportation Safeguards Division protection strategy are particularly sensitive. This places stringent limitations upon any unclassified discussion of this protection strategy. In its simplest terms, the Transportation Safeguards Division's specialized vehicles provide the equivalent of a "mobile vault," while an escorting force of armed Transportation Safeguards Division Special Agents protects this "vault" from adversary attack.

3.0

Results of Past Safeguards and Security Reviews

The most recent reviews of safeguards and security programs at the Transportation Safeguards Division by the local DOE operations office have been positive. The results of recent self-assessments by Transportation Safeguards Division management have also been positive. The results of this review indicate that the Transportation Safeguards Division has maintained the high level of safeguards and security performance noted during past Office of Security Evaluations inspections. The most recent Office of Oversight inspection, conducted in 1996, indicated that Transportation Safeguards Division management had implemented effective programs.

4.0

Results of This Review

Positive Trends and Initiatives

The major positive program attributes at the Transportation Safeguards Division include the extensive and rigorous performance testing program, the steady improvement in the self-assessment program, and resolution of such longstanding issues as the drug testing component of the human reliability program. Transportation Safeguards Division managers also emphasize stability in their workforce as a program strength, viewing it as a key to successful mission fulfillment.

Transportation Safeguards Division management has undertaken a variety of recent program initiatives. The most notable among these include such measures as: (1) procurement of the SafeGuards Transporter, which is designed to add a new generation of specialized vehicles, with enhanced capabilities, to the Transportation Safeguards Division fleet; (2) modernization of the units in the existing fleet with the longest remaining service life; (3) implementation of computer-based training for Special Agents; (4) utilization of driving simulators to diagnose driving-related performance problems and to train for hazardous driving conditions that cannot be safely reproduced in conventional training environments; (5) utilization of skid platforms for both escort vehicles and tractor/trailers to train emergency and hazardous condition driving skills under standardized, repeatable road conditions; (6) inclusion of computer-based, interactive video firearms training systems into the training program to train Special Agents in deadly force decision shooting skills; and (7) implementation of a computerized training records system networked to various training systems and to a central server, allowing management to track training and automatically notify training personnel and supervisors when an individual is due for training or for qualification testing. The preponderance of training measures within this overall list of initiatives reflects a long-established Transportation Safeguards Division emphasis upon training performance.

Issues Warranting Management Attention

No significant weaknesses were noted in the overall implementation of the safeguards and security program at the Transportation Safeguards Division. The various indicators considered during this review all support the conclusion that Transportation Safeguards Division shipments currently receive adequate

protection against the acknowledged threats. Transportation Safeguards Division management is fully aware of current protection issues and is taking steps to address these issues.

There are, however, four management issues that will demand progressively greater management attention. The first management issue concerns the increasing obsolescence of the Safe Secure Trailer fleet. Transportation Safeguards Division management has long recognized this issue and has taken steps to design and procure the new generation trailer, the previously mentioned SafeGuards Transporter. Approximately 71 percent of the funding allocation for the SafeGuards Transporters has been spent or allocated, and significant component purchases have already taken place. Delivery of the first production trailer is anticipated for January 1998.

A second management issue involves the ability of the Transportation Safeguards Division to meet the challenges associated with an aging courier force. The average age of the courier force has steadily increased to 42 since 1992, when the last intake of new couriers took place. Management projections indicate that the average age of the force will increase approximately one year each year for the foreseeable future. Although the age and experience of the courier force has its positive aspects, problems associated with age, chiefly in the form of increasing injury rates, will have an increasingly adverse impact upon overall program effectiveness. The Transportation Safeguards Division has attempted to resolve this problem by seeking authority to include Transportation Safeguards Division Special Agents under the 20-year retirement program for Federal law enforcement personnel. Resolution of this issue lies within the Office of Personnel Management.

The third management issue arises from the need for the Transportation Safeguards Division to expand its recapture/recovery capability. In response to the recently promulgated Presidential

Decision Directive 39, the DOE Headquarters Office of Safeguards and Security has placed increasing policy emphasis upon ensuring that DOE organizations have the capability to actively interrupt adversary actions. Transportation Safeguards Division management is currently reevaluating its tactical doctrine to determine what changes might need to be made to resolve this issue.

The final management issue relates to recent questions concerning the effectiveness of communication between Transportation Safeguards Division management and members of the Special Agent force. Although indications of positive morale within the Special Agent force

were noted during data collection for this profile, other evidence generated during the profile and during a subsequent Office of Oversight radiation safety review suggests that the good morale of the Special Agents does not necessarily reflect good communication between workers and management. In particular, some Special Agents believe that management has been insufficiently attentive to worker health and safety concerns. However, this issue also has potential safeguards and security implications. Given the central role of the Special Agents in all aspects of Transportation Safeguards Division operations, even the suggestion of problems in this area requires the close attention of management.